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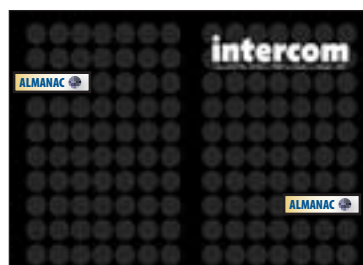
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Cover design by Mr. Jim Verchio

THE JOURNAL OF THE AIR FORCE C4ISR COMMUNITY

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Air Force Chief of Staff

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Director for Operations and Support Integration

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Mr. David Tillotson
Director for Policy, Planning and Resources

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<http://usaf.smartforce.com>

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Stories should be in Microsoft Word format and should be no longer than 600 words. Photographs should be at least 5x7 in size and 300 dpi. Submit stories via e-mail to intercom@scott.af.mil.

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Comments to the staff

Comments, and letters to the editor, may be e-mailed or sent via the postal service to AFCEA/PA, intercom, 203 W. Losey St., Room

MAGAZINE AWARDS

Most Improved Magazine & Honorable Mention
Clarion Award * Women in Communications
Award of Excellence - Internal Magazine
NAGC Blue Pencil Competition
Best Online Newspaper
Air Force Media Contest
Best Designed Publication
Dod's MILGRAPH Competition
2004/2003

MANAGING THE FORCE



Air Force Communications & Information workforce

C & I Functional Authority

Lt. Gen. Michael Peterson, DSN 224-6144



C & I Functional Manager

Maj. Gen. (sel) William Lord, DSN 227-1326

Air Force Career Field Managers

33S Comm Officer	Mr. Terry Scott, DSN 425-1522
2E Comm Elect	CMSgt. Larry Watlington, DSN 425-1509
3A Info Mgmt	CMSgt. Brian Hale, DSN 425-1502
3C Comm-Computers	CMSgt. Bruce Collet, DSN 425-1504
3V Visual Info	CMSgt. Ronnie Nelson, DSN 425-1503
8M Postal	CMSgt. Brian Hale, DSN 425-1502
Civilian	Mr. Terry Scott, DSN 425-1522

AFCA Executive Agents

33S Comm Officer	Maj. Gregory Krager, DSN 779-6199
2E Comm Elect	CMSgt. Ed Martinez, DSN 779-6202
3A Info Mgmt	CMSgt. Wallace Carroll, DSN 779-6206
3C Comm-Computers	CMSgt. Chris Campbell, DSN 779-6201
3V Visual Info	SMSgt. Robert Jackson, DSN 779-6207
8M Postal	CMSgt. Wallace Carroll, DSN 779-6206
Civilian	Mr. Greg Skinner, DSN 779-5017

OFFICERS: 4,336

Male: 3,598

Female: 738

Average Age: 34

Education Levels:

Masters: 1,824

PhD: 19

Prof: 2

ENLISTED: 36,234

Male: 28,270

Female: 7,964

Average Age: 29

Education Levels:

Bachelors: 2,047

Masters: 284

Prof: 1

CIVILIAN: 23,367

Male: 9,450

Female: 13,917

Average Age: 46

Education Levels:

Bachelors: 4,179

Masters: 1,692

PhD: 27

Prof: 11

Office of Warfighting Integration

Headquarters: Pentagon, Washington, D.C.

<https://www.safxc.hq.af.mil>

Mission: The Office of Warfighting Integration and Chief Information Officer carries out the Air Force's IT legislative responsibilities and leads Air Force Warfighting Integration and operational capabilities to enable command and control of forces while anticipating situations, capabilities and limitations. The Office provides policy, standards, oversight and training enabling Airmen to share and exploit accurate information any place, any time. SAF/XC focuses innovation, concepts of operations, technologies and resources to achieve Air Force and Joint/Combined battle space effects. The Office oversees a C4ISR portfolio valued at \$17 billion and integrates Air Force warfighting and mission support capabilities to shorten the kill chain and decision cycle by networking space, air and terrestrial assets. The office develops and implements strategies to ensure effective and efficient acquisition, application, management and sustainment of information resources. SAF/XC is also responsible for transforming the Communications and Information career field to lead the Air Force to leverage information for competitive advantage. The office interacts directly with services, JCS, OSD, and Congress on all C4ISR integration and IT issues.



XC: Chief, Warfighting Integration and Chief Information Officer

Lt. Gen. Michael Peterson
DSN 224-6144; Comm (703) 614-4144

XC2: Deputy Chief, Warfighting Integration and CIO

SES, Mr. Dave Tillotson
DSN 224-1605; Comm (703) 697-1605

XCO: Director, Operations and Support Integration

Maj. Gen. Gregory Power
DSN 225-1835; Comm (703) 695-1835

XCI: Director, Information, Services and Integration

Maj. Gen. (sel) William Lord
DSN 227-1326; Comm (703) 697-1326

XCX: Director, Policy, Planning and Resources

DSN 225-1839; Comm (703) 695-1839

safxc.workflow@pentagon.af.mil

DSN 225-6829; Comm (703) 695-6829
FAX: DSN 222-7512; Comm (703) 692-7512
Address: SAF/XC
1800 Air Force Pentagon
Washington DC, 20330-1800

ation & Chief Information Officer



Field Operating Agencies

Air Force Command, Control, Intelligence, Surveillance and Reconnaissance Center, Langley AFB, Va.

Air Force Agency for Modeling and Simulation, Orlando, Fla.

Air Force Communications Agency, Scott AFB, Ill.

Air Force Frequency Management Agency, Alexandria, Va.



Air Combat Command

Headquarters: Langley AFB, Va.

<https://wwwmil.acc.af.mil>

Mission: Air Combat Command communications warriors provide strategic direction, policy, and resources to four numbered air forces, 15 major bases, and 19 other major units. In addition, they are lead agents for the combat air forces, including representatives from USAFE, PACAF, AFSOC, AFSPC, AFRC, and ANG. The more than 12,100 (15,700 with AFR/ANG gained units) communications professionals in ACC are integral to the mission of delivering “rapid, decisive, and sustainable airpower, any time, anywhere.” Together, they link systems and programs into integrated warfighting infrastructures, providing command, control, communications, computer, information, intelligence, surveillance, and reconnaissance capabilities. In this capacity, the HQ ACC/A6 staff fulfills a wide range of roles and responsibilities, including guidance for Air and Space Expeditionary Force capability, deployable communications, and air operations command and control. The team also integrates and provides life-cycle management for airborne, deployable, air control, navigational/landing systems, and survivable strategic systems. ACC remains focused on its responsibilities to Combatant Commanders, coalition, and aerospace expeditionary forces and units during wartime, exercises, and daily operations. HQ ACC/A6 is also responsible for Information Operations integration and Air Force Network Operations implementation. As the Air Force’s lead command, ACC plays a key role in leveraging these emerging capabilities.



A6: Director, Communications and Information

Brig. Gen. John W. Maluda
DSN 574-3210

A6-2: Deputy Director, Communications and Information

Col. Roland N. LeSieur
DSN 574-3218

A6E: Executive Officer

DSN 574-2709

A6E: Executive Officer, Personnel

DSN 574-2471

A6 DAG: Director’s Action Group

DSN 574-3468

A6EA: Executive Services

DSN 574-4520

A6G: ANG assistant to A6

DSN 574-2556

A6I: Architecture/Technology

DSN 574-7064

A6N: Network Systems

DSN 574-4303

A6O: Operations

DSN 574-3008

A6W: Warfighting Systems

DSN 574-3225

A6X: Plans and Requirements

DSN 574-3027

ACC Contacts

1st AF/A6 (CONR/A6)
Tyndall AFB, Fla.
DSN 523-3095

NEADS, A6
Griffiss AFB, N.Y.
DSN 5876299

SEADS/A6
Tyndall AFB, Fla.
DSN 523-5542

WADS/A6
McChord AFB, Wash.
DSN 382-4839

8th AF/A6 (608th ACOMS)
Barksdale AFB, La.
DSN 781-5251

9th AF/A6 (609th ACOMS)
Shaw AFB, S.C.
DSN 965-2725/1472

12th AF/A6
Davis-Monthan AFB, Ariz.
DSN 228-2102

1st CS, Langley AFB, Va.
DSN 574-2657

2nd CS, Barksdale AFB, La.
DSN 781-2108

4th CS, Seymour-Johnson AFB, N.C.
DSN 722-1001

5th CS, Minot AFB, N.D.
DSN 453-2150

7th CS, Dyess AFB, Texas
DSN 461-3302

9th CS, Beale AFB, Calif.
DSN 368-2898

20th CS, Shaw AFB, S.C.
DSN 965-1420

27th CS, Cannon AFB, N.M.
DSN 681-2040

28th CS, Ellsworth AFB, S.D.
DSN 675-2148

49th CS, Holloman AFB, N.M.
DSN 572-3064

99th CS, Nellis AFB, Nev.
DSN 682-2069/2070

355th CS, Davis-Monthan AFB, Ariz.
DSN 228-4751

366th CS, Mountain Home AFB, Idaho
DSN 728-2036

509th CS, Whiteman AFB, Mo.
DSN 975-2154

ACC CG, Langley AFB, Va.
DSN 574-6641/6637

82nd CSS, Langley AFB, Va.
DSN 574-6665

83rd CS, Langley AFB, Va.
DSN 574-6540

85th EIS, Keesler AFB, Miss.
DSN 597-4381

55th CG, Offutt AFB, Neb.
DSN 271-4108

55th CS, Offutt AFB, Neb.
DSN 271-5901

55th MCCS, Offutt AFB, Neb.
DSN 271-0092

55th SCS, Offutt AFB, Neb.
DSN 271-2100

552nd CG, Tinker AFB, Okla.
DSN 884-2841

552nd CSS, Tinker AFB, Okla.
DSN 271-884-2991

752nd CS, Tinker AFB, Okla.
DSN 884-7825

3rd CCG, Tinker AFB, Okla.
DSN 884-5454

3rd CCSS, Tinker AFB, Okla.
DSN 884-2303

31st CCS, Tinker AFB, Okla.
DSN 884-7604

32nd CCS, Tinker AFB, Okla.
DSN 884-3963

33rd CCS, Tinker AFB, Okla.
DSN 884-3193

34th CCS, Tinker AFB, Okla.
DSN 884-7404

35th CCS, Tinker AFB, Okla.
DSN 884-3742

5th CCG, Robins AFB, Ga.
DSN 468-3223

5th CCSS, Robins AFB, Ga.
DSN 468-4849

51st CCS, Robins AFB, Ga.
DSN 468-5206

52nd CCS, Robins AFB, Ga.
DSN 468-3717

53rd CCS, Robins AFB, Ga.
DSN 468-2471

54th CCS, Robins AFB, Ga.
DSN 468-1621

55th CCS, Robins AFB, Ga.
DSN 468-2962

CENTAF-AUAB, CAOC C6
DSN 318-436-4239

332nd ECS, Balad AB, Iraq
DSN 318-443-7501

376th ECS, Ganci AB, Kyrgyzstan
DSN 318-476-0101

379th ECS, Al Udeid AB, Qatar
DSN 318-471-2023

380th ECS, Al Dhafra AB, UAE
DSN 318-462-0010

386th ECS, Ali al Salem AB, Kuwait
DSN 318-442-2045

506th ECS, Kirkuk AB, Iraq
DSN 318-444-2010

33rd FW/SC, Eglin AFB, Fla.
DSN 875-4423

53rd CSS, Eglin AFB, Fla.
DSN 872-8996

84th RADES, Hill AFB, Utah
DSN 777-3712

116th CS, Robins AFB, Ga.
DSN 497-6000

116th CSS, Robins AFB, Ga.
DSN 497-2695

388th FW/SC, Hill AFB, Utah
DSN 775-4287

505th CS, Hurlburt Field, Fla.
DSN 579-9450

702nd CSS, Tyndall AFB, Fla. (NORAD System Support)
DSN 523-0894

820th SFG/A6, Moody AFB, Ga.
DSN 460-2111

Air Education and Training Command

Headquarters: Randolph AFB, Texas

<https://www.aetc.af.mil/sc>

Mission: The Air Education and Training Command SC provides major command policy, guidance, and resources for Communications and Information systems and services for two Numbered Air Forces, HQ Air University, and 13 bases to sustain the Air Force's combat capability. The directorate supports Air Force combat crew, US/NATO pilot, US/Allied navigator training; technical, medical, and field training; Reserve Officer Training Corps; basic, officer, and international military training; Air Force Institute of Technology; professional military education schools; Community College of the Air Force; and the Air Force Recruiting Service.



SC: Director, Communications and Information

Col. Frank K. Brooks, Jr.
DSN 487-4708

SC2: Deputy Director, Communications and Information

Col. Kelley W. Crooks
DSN 487-4708

SCG: Director's Action Group

DSN 487-4474

SCM: Mission Systems

DSN 487-4014

SCE: Executive Officer

DSN 487-4708

SCT: Architecture, Interoperability and Technology

DSN 487-4168

SCX: Plans

DSN 487-6202

AETC Contacts

12th CS, Randolph AFB, Texas
DSN 487-2626

14th CS, Columbus AFB, Miss.
DSN 742-2001

17th CS, Goodfellow AFB, Texas
DSN 477-3000

37th CS, Lackland AFB, Texas
DSN 925-0408

42nd CS, Maxwell AFB, Ala.
DSN 493-7001

47th CS, Laughlin AFB, Texas
DSN 732-5647

56th CS, Luke AFB, Ariz.
DSN 896-7160

71st CS, Vance AFB, Okla.
DSN 448-7756

81st CS, Keesler AFB, Miss.
DSN 597-2440

82nd CS, Sheppard AFB, Texas
DSN 736-5524

367th TRSS, Hill AFB, Utah
DSN 777-0762

97th CS, Altus AFB, Okla.
DSN 866-7544

314th CS, Little Rock AFB, Ark.
DSN 731-3735

325th CS, Tyndall AFB, Fla.
DSN 523-2021

AETC CSS, Randolph AFB, Texas
DSN 487-3360

HQ AU/SC, Maxwell AFB, Ala.
DSN 493-4320

AFIT/SC, Wright Patterson AFB, Ohio
DSN 785-6565

333rd TRS, Keesler AFB, Miss.
DSN 597-2259

336th TRS, Keesler AFB, Miss.
DSN 597-5314

338th TRS, Keesler AFB, Miss.
DSN 597-2597

344th TRS, Lackland AFB, Texas
DSN 473-1984

Air Force Materiel Command



Headquarters: Wright Patterson AFB, Ohio

www.afmc-pub.wpafb.af.mil/HQ-AFMC/

Mission: Lead the Information Enterprise in delivering cost efficient and effective information technology based solutions that satisfy customer needs while serving as the enabler for transformation.

Perform management and governance to include: Policy, Process, and Performance and Architecture Standards; Network Operations and Security Center; Portfolio Management and Consolidation; Information Assurance and Communications Security; Capital Investments Decisions and Reporting; and Communications and Information Utility Infrastructure.

CIO and Communications and Information Director

Mr. Jon S. Ogg
DSN 787-3626

Deputy Director

DSN 787-3626

A6P: Resources Division

DSN 787-8404
FAX: DSN 986-1462
Comm: (937) 656-1462
Address: HQ AFMC/A6
4225 Logistics Ave. Room N136
Wright-Patterson AFB, OH 45433-5772

A6O, Operations Division

DSN 787-3677
A6E, Executive Officer
DSN 986-3536

Chief Technology Officer

DSN 787-3626
A6X: Policy, Plans, and Requirements Division
DSN 787-8886



AFMC Contacts

311th CS/SC Brooks AFB, Texas
DSN 240-2186
377th MSG/SC Kirtland AFB, N.M.
DSN 246-1960
72nd CS/CC Tinker AFB, Okla.
DSN 339-2683
75th CS/CC Hill AFB, Utah
DSN 777-3979
78 CS/CC Robins AFB, Ga.
DSN 468-8137
88 CG/CC Wright-Patt AFB, Ohio
DSN 785-4021

95 CG/CD Edwards AFB, Calif.
DSN 527-2701
96 CG/CC Eglin AFB, Fla.
DSN 872-4468
AEDC/SD Arnold AFB, Tenn.
DSN 340-5856
AFRL/DI Wright-Patt AFB, Ohio
DSN 674-9400
AFSAC/IT Wright-Patt AFB, Ohio
DSN 787-8029
AMARC/XPI Davis-Monthan AFB, Ariz.
DSN 228-8970

ESC/XPI Hanscom AFB, Mass.
DSN 478-5715
OC-ALC/IT Tinker AFB, Okla.
DSN 339-4662
OO-ALC/IT Hill AFB, Utah
DSN 777-9362
WR-ALC/IT Robins AFB, Ga.
DSN 468-8551

Air Force Reserve Command

Headquarters: Robins AFB, Ga.

<https://wwwmil.afrc.af.mil/hq/sc>

Mission: The Communications and Information directorate is responsible for the development of plans, policies, programs and procedures to ensure effective and efficient C&I support for Air Force Reserve Command. Chief information officer of the command and responsible for strategic information technology planning, validation of IT requirements, and identifying total cost of ownership for command IT. Ensures Reserve forces C&I personnel are properly manned, equipped and trained in accordance with gaining major command and Air Force requirements. Provides enterprise network support and oversight, central review of command software activities and information assurance support for the command.



AFRC Units

SC: Director, Communications and Information

Col. John L. Hayes
DSN 497-1776

SC2: Deputy Director, Communications and Information

DSN 497-1808

SCF: DSN 497-1531
SCO: DSN 497-1522

SCT: DSN 497-0576
SCX: DSN 497-1777

afrc.sc@afrc.af.mil

FAX: DSN 497-0868
Address: HQ AFRC/SC
155 Richard Ray Blvd
Robins AFB Ga. 31098-1635

HQ AFRC comm and info subordinate comm units

Tenant units (24)

4th CTCs, March ARB, 4th AF, AMC
35th CBCS, Tinker AFB, 4th AF, ACC
55th CBCS, Robins AFB, 22nd AF, ACC
302nd CF, Peterson AFB, 22nd AF, AMC
310th CF, Peterson AFB, 10th AF, AFSPC
349th CS, Travis AFB, 4th AF, AMC
403rd CF, Keesler AFB, 22nd AF, AMC
419th CS, Hill AFB, 10th AF, ACC
433rd CF, Lackland AFB, 4th AF, AMC
442nd CF, Whiteman AFB, 10th AF, ACC
445th CF, Wright Patterson AFB, 4th AF, AMC
459th CF, Andrews AFB, 4th AF, ACC
507th CF, Tinker AFB, 4th AF, AMC
514th CS, McGuire AFB, 22nd AF, AMC
622nd CF, Langley AFB, 22nd AF, ACC
716th CF, Seymour Johnson AFB, 4th AF, ACC
908th CF, Maxwell AFB, 22nd AF, AMC
916th CF, Seymour Johnson AFB, 4th AF, AMC
917th CF, Barksdale AFB, 10th AF, ACC
919th CS, Eglin Auxiliary Field 3, 10th AF, AFSOC
927th CF, Selfridge ANGB, 4th AF, AMC
939th CF, Portland ANGB, 4th AF, ACC
940th CF, Beale AFB, 4th AF, AMC
944th CF, Luke AFB, 10th AF, ACC

Embedded units (8)

315th MSS/SCB, Charleston AFB, 22nd AF, AMC
446th MSS/SCB, McChord AFB, 4th AF, AMC
512th MSS/SCB, Dover AFB, 22nd AF, AMC
919th MSS/SCB, Eglin Auxiliary Field 3, 10th AF, AFSOC
920th MSF/SCB, Patrick AFB, 10th AF, AFSOC
931st MSF/SCB, McConnell AFB, 4th AF, AMC
932nd MSS/SCB, Scott AFB, 4th AF, AMC
943rd MSF/SC, Davis-Monthan AFB, 10th AF, AFSOC

Host bases (13 units)

94th CS, Dobbins ARB, 22nd AF, AETC
301st CF, Fort Worth NAS JRB, 10th AF, ACC
434th CS, Grissom AFB, 4th AF, AMC
439th CS, Westover ARB, 22nd AF, AMC
440th CF, Gen. Mitchell IAP ARS, 22nd AF, AMC
452nd CS, March ARB, 4th AF, AMC
482nd CS, Homestead ARB, 10th AF, ACC
910th CF, Youngstown-Warren ARS, 22nd AF, AMC
911th CS, Pittsburg IAP ARS, 22nd AF, AMC
913th CF, Willow Grove ARS, 22nd AF, AMC
914th CS, Niagara Falls IAP, 22nd AF, AMC
926th CF, New Orleans NAS JRB, 10th AF, ACC
934th CF, Minn-St. Paul IAP ARS, 22nd AF, AMC

NAFs (3 NAFs plus ARPC)

604th RSG/SC, March ARB, 4th AF
610th RSG/SC, Fort Worth AFB, 22nd AF
622nd RSG/SC, Dobbins ARB, 22nd AF
ARPC/SC, Denver, Colo.



Air Force Space Command



Headquarters: Peterson AFB, Colo.
<https://www.peterson.af.mil/hqafspc>



AFSPC

Mission: Air Force Space Command defends the United States through the control and exploitation of space and intercontinental ballistic missile operations. It operates and supports the Global Positioning System, Defense Satellite Communications Systems, Defense Support Program, and MILSAT satellites. The command also operates the Air Force Satellite Control Network. Within AFSPC, the Logistics and Communications Directorate is responsible for policy, plans, architectures, integration, space

systems sustainment, interoperability, resource management, system management, business process reengineering, and security of logistics and communications and information systems and programs. Major program responsibilities include base communications and infrastructure, satellite command and control, missile communications, missile maintenance, logistics readiness and other logistics and communications issues for the command.

LC: Director, Logistics and Communications Directorate

Brig. Gen. Thomas F. Deppe
DSN 692-3911

LC-2: Deputy Director, Logistics and Communications Directorate

Col. Andy L. Anderson
DSN 692-3911

LCA: Architecture, Information and Integration Division

DSN 692-3968

LCM: Missile Maintenance Division

DSN 692-3927

LCO: Mission Systems Division

DSN 692-5879

LCR: Logistics Readiness Division

DSN 692-3866

LCX: Plans and Resources Division

DSN 692-5887

LCZ: Space Sustainment Division

DSN 692-3101

CSS: Communications Support Squadron

DSN 692-3862

afspc.lc@peterson.af.mil

FAX: DSN 692-9330; Comm (719) 554-9330
Address: HQ AFSPC/LC
150 Vandenberg St., Ste 1105
Peterson AFB, Colo. 80914-4420

AFSPC Contacts

Numbered Air Forces

14 AF/A6 Vandenberg AFB, Calif.
DSN 276-2591

20 AF/LGK, F.E. Warren AFB, Wyo.
DSN 481-5382

Groups

50th CG, Schriever AFB, Colo.
DSN 560-4755

Squadrons

21st SCS, Peterson AFB, Colo.
DSN 834-4632

30th SCS, Vandenberg AFB, Calif.
DSN 276-5316

45th SCS, Patrick AFB, Fla.
DSN 854-2179

50th SCS, Schriever AFB, Colo.
DSN 560-4755

61st SCS, Los Angeles AFB, Calif.
DSN 833-0798

90th SCS, F.E. Warren AFB, Wyo.
DSN 481-2140

341st SCS, Malmstrom AFB, Mont.
DSN 632-2153

460th SCS, Buckley AFB, Colo.
DSN 877-6852

721st SCS, Cheyenne Mtn AFS
DSN 268-3613

850th SCS, Schriever AFB, Colo.
DSN 560-4760

Special Support Activities

5th CS, Minot AFB, N.D.
DSN 453-2150

AFSPC/STEM, Tinker AFB, Okla.
DSN 453-2150



Air Mobility Command

Headquarters: Scott AFB, Ill.
<https://private.amc.af.mil/sc>

Mission: The Air Mobility Communications and Information team . . . Providing integrated, responsive, reliable communications & information . . . We provide services and policy for managing information as a strategic resource for optimum customer support! It keeps America's capability and character visible, which provides an effective deterrent that protects our allies and keeps our markets open. And if deterrence fails, 'Global Reach' allows rapid and decisive deployment of combat power.



A6: Director of Communications and Information

Col. Earl D. Matthews
 DSN 779-6251

DA6: Deputy Director of Communications and Information

Col. John Taglieri
 DSN 779-6252

A6A: Technical Director

Mr. Robert J. Kruchten
 DSN 779-6251

A65: Plans, Policy, and Resources Division

Col. Gloria A. L. Copeland
 DSN 779-6437

A63: Operational Systems Management Division

Col. Samuel R. Douglas
 DSN 779-5638

A6R: Reserve Forces Advisor

Col. Kevin G. Thompson
 DSN 779-5342

A66: Networks Division

Col. Jeffrey S. Woolston
 DSN 779-5701

A67: Mobility Systems Division

Col. M. Clark Englund
 DSN 779-5511



AMC Contacts

Direct Reporting Units

AMC CG:
 DSN 576-5122

868th CS, Scott AFB, Ill.
 DSN 576-5884

805th CSS, Scott AFB, Ill.
 DSN 576-6026

Groups

89th CG, Andrews AFB, Md.
 DSN 560-4755

Squadrons

6th CS, MacDill AFB, Fla.
 22nd CS, McConnell AFB, Kan.
 43rd CS, Pope AFB, N.C.
 60th CS, Travis AFB, Calif.
 62nd CS, McChord AFB, Wash.
 89th CS, Andrews AFB, Md.
 92nd CS, Fairchild AFB, Wash.
 305th CS, McGuire AFB, N.J.
 319th CS, Grand Forks AFB, N.D.
 375th CS, Scott AFB, Ill.
 436th CS, Dover AFB, Del.
 437th CS, Charleston AFB, S.C.
 789th CS, Andrews AFB, Md.

Air Mobility Operations Groups

715th AMOG/SC, Hickam AFB, Hawaii
 721st AMOG/SC, Ramstein AB, Germany

Air Mobility Operations Squadrons

615th AMOS/ADO-C, Travis AFB, Calif.
 621st AMOS/CO, McGuire AFB, N.J.
 Combat Camera Squadron, 1st CTCs, Charleston AFB, S.C.

Air Mobility Warfare Center

AMWC/WCR, Fort Dix, N.J.

Air Force Special Operations Command

Headquarters: Hurlburt Field, Fla.
<https://www.afsoc.af.mil>

Mission: Air Force Special Operations Command is the Air Force component of U.S. Special Operations Command and provides Air Force special operations and combat search and rescue forces for global deployment and assignment to geographic combatant commanders. AFSOC missions include direct action, unconventional warfare, special reconnaissance, foreign internal defense, counterterrorism, and combat search and rescue. The HQ AFSOC/A6 mission is to provide combat ready C4I warriors and C4I infrastructure to execute planning, command and control, and combat operations worldwide for special operations and combat search and rescue forces. The A6 staff is responsible for providing all tactical and base level communications and information systems to AFSOC units. The nature of special operations in a tactical environment mandates small, lightweight, and modular tactical communications to enable rapid contingency infiltration, exfiltration, and resupply operations. The A6 serves as AFSOC's Chief Information Officer with responsibilities including managing a CIO process that develops a cross-functional, cradle-to-grave IT management scheme to satisfy AFSOC operational mission requirements. The key responsibility is to ensure that AFSOC IT investments are the best value for AFSOC, improve interoperability, and enhance mission effectiveness.

afsoc.a6@hurlburt.af.mil

FAX: DSN 579-2360
Address: HQ AFSOC/A6
100 Bartley St, Ste 137E
Hurlburt Field, Fla. 32544-5273



A6: Director of Communications and Information

Col. Michael P. Curtis
DSN 579-2134

A6D: Deputy Director of Communications and Information

Lt. Col. James A. Foley
DSN 579-2133

A6O: Chief, C4 Operations Division

DSN 579-2453

A6X: Chief, Plans and Resources Division

DSN 579-2132

A6N: Chief, Networks and Installation Division

DSN 579-6918

A6E: Executive Officer, Communications & Information

DSN 579-5983

WFHQ/A6: Warfighting Headquarters

DSN 579-2475



AFSOC Contacts

16th CS, Hurlburt Field, Fla.
DSN 579-6643

347th CS, Moody AFB, Ga.
DSN 460-3456

**352nd OSS/A6, RAF Mildenhall
United Kingdom**
DSN 314-238-4673

353rd OCF, Kadena AB, Japan
DSN 315-634-8295

**106th CF, Westhampton Beach, N.Y.
(N.Y. ANG)**
DSN 456-7441

**280th CBCS, Dolthan, Ala.
(Ala. ANG)**
DSN 358-9234

**129th CS, Moffett Federal Airfield, Calif.
(Calif. ANG)**
DSN 359-9160

**193rd CS, IAP Harrisburg, Pa.
(Pa. ANG)**
DSN 423-2445

**305th RQS/SCB, Davis-Monthan, Ariz.
(AFRES)**
DSN 228-7812

**919th CS, Duke Field, Fla.
(AFRES)**
DSN 875-6634

**920th MSF/SCB, Patrick AFB, Fla.
(AFRES)**
DSN 854-0170

**939th CF, Portland, Ore.
(AFRES)**
DSN 638-0844



Pacific Air Forces



Headquarters: Hickam AFB, Hawaii
<https://sps.hickam.af.mil/sc/default.aspx>

Mission: Enabling PACAF global air and space readiness by providing excellence in communications and information capabilities. Delivers communications and information strategic direction, policy and resources for PACAF units. Ensures global forces have responsive command and control, intelligence,

and combat support. Air Force lead for selected programs. Supports combatant commander, coalitions and PACAF units during wartime, exercises and operations other than war. Develops policy in support of command's Chief Information Officer.

SC: Director of Communications and Information

Col. Vincent C. Valdespino
DSN 315-449-4133

SCT: Architecture, Technology and Interoperability

DSN 315-449-4656

SC2: Director of Communications and Information

DSN 315-449-4133

SCX: Plans, Policy and Resources

DSN 315-449-3685

SCE: Executive Support

DSN 315-449-4640

PACAF AIRPS

DSN 315-449-4300

PACAF CSS

DSN 315-449-3731



PACAF Contacts

v3pacaf.sc@hickam.af.mil

FAX: DSN 315-449-4601

Comm (808) 449-4601

Address: HQ PACAF/SC

25 E. Street, Ste C-130

Hickam AFB, Hawaii 96853-5409

Numbered Air Forces

5th AF/A6, Yokota AB, Japan

7th AF/A6, Osan AB, Korea

11th AF/A6, Elmendorf AFB, Alaska

Field Units

PACAF AIRPS, Hickam AFB, Hawaii

PACAF CSS, Hickam AFB, Hawaii

3rd CS, Elmendorf AFB, Alaska

8th CS, Kunsan AB, Korea

15th CS, Hickam AFB, Hawaii

18th CS, Kadena AB, Japan

35th CS, Misawa AB, Japan

36th CS, Andersen AFB, Guam

51st CS, Osan AB, Korea

56th ACOMS, Hickam AFB, Hawaii

354th CS, Eielson AFB, Alaska

374th CS, Yokota AB, Japan

607th ACOMG, Osan AB, Korea

607th ACOMS, Osan AB, Korea

607th CBCS, Camp Humphries, Korea

ANG Units

291st CCS, Hawaii ANG

292nd CCS, Hawaii ANG

293rd CCS, Hawaii ANG

206th CCS, Alaska ANG

234th CCS, California ANG

242nd CCS, Washington ANG

154th ATCF, Hawaii ANG

297th ATCS, Hawaii ANG



U.S. Air Forces in Europe



Headquarters: Ramstein AB, Germany

<https://wwwmil.usafe.af.mil/direct/A6/>

Mission: Provides United States Air Forces in Europe communications, airfield systems, information management, visual information, and postal strategy, architectures, policy, programming, planning, and resource management. Supports North Atlantic Treaty Organization and United States European Command command and control, intelligence and surveillance, combat, and combat support systems throughout the area of operations across the full spectrum of conflict.

A6: Director of Communications and Information

DSN 480-6880

A6D: Deputy Director of Communications and Information

DSN 480-6880

A6C: Combat Systems Division

DSN 480-7320

A6X: Chief, Plans and Resources Division

DSN 579-2132

A6N: Networks Systems Division

DSN 480-7942

A6T: Enterprise Integration Division

DSN 480-6073

usafe.a6@ramstein.af.mil

FAX: DSN 480-7947

Address: HQ USAFE/A6

Unit 3050 Box 125

APO AE 09094-0125





USAFE Units

Numbered Air Forces

16 AF/A6 Ramstein AB, Germany

Field Operating Agencies

HQ USAFE Computer Systems Squadron, Ramstein AB

Groups

86th Air and Space Communications Group, Ramstein AB, Germany

Wing, Group and Squadron SCs

38th Combat Support Wing/A6, Sembach AB, Germany
501st Combat Support Wing/SC, RAF Mildenhall, United Kingdom
85th Mission Support Squadron/SC, Keflavik AS, Iceland
420th Air Base Squadron/SC, RAF Fairford, United Kingdom
421 Air Base Squadron/SC, RAF Menwith Hill, United Kingdom
423d Air Base Squadron/SC, RAF Molesworth, United Kingdom
425th Air Base Squadron/SC,

Izmir AB, Turkey
426th Air Base Squadron/SC, Stavanger AB, Norway
469th Air Base Group/SC, Rhein-Main AB, Germany
470th Air Base Squadron/SC, Geilenkirchen NATO AB, Germany
496th Air Base Squadron/SC, Moron AB, Spain
603rd Air Control Squadron/SC, Aviano AB, Italy

Squadrons

1st Combat Communications Squadron, Ramstein AB, Germany
1st Communications Maintenance Squadron, Kapaun AS, Germany
1st Air and Space Communications Squadron, Ramstein AB, Germany
2nd Air Postal Squadron, Ramstein AB, Germany
31st Communications Squadron, Aviano AB, Italy
39th Communications Squadron, Incirlik AB, Turkey
48th Communications Squadron, RAF Lakenheath, United Kingdom

52nd Communications Squadron, Spangdahlem AB, Germany
65th Communications Squadron, Lajes Field, Azores
100th Communications Squadron, RAF Mildenhall, United Kingdom
422nd Communications Squadron, RAF Croughton, United Kingdom
435th Communications Squadron, Ramstein AB, Germany
616th Air and Space Communications Squadron, Ramstein AB, Germany

Expeditionary Units

401st Air Expeditionary Wing/SC, Aviano AB, Italy



DIRECT REPORTING UNITS

10th Communications Squadron

Headquarters: USAF Academy, Colorado Springs, Colo.

www.usafa.af.mil

Mission: The 10th CS supports the communications, computer, and information requirements of more than 9,000 military and civilian members. This includes more than 4,000 cadets attending one of the country's finest institutions of higher learning and military training. The 10th CS is a diverse organization of military, civilian and contract workers dedicated to the motto, "Taking Service One Step Further" by providing our customers with the finest communications capabilities possible.



SC: Commander

Lt. Col. Marcia Meeks-Eure
DSN 333-4045

SCX: Plans Flight

DSN 333-2167

10cs.cc@usafa.af.mil

FAX: DSN 333-2168
Address: 10th CS
4199 Academy Dr.
USAF, Co. 80840-4200

SCS: Support Flight

DSN 333-8531

SCB: Network Infrastructure

DSN 333-2441

11th Wing (AF District of Washington)

Headquarters: Air Force District of Washington, Bolling AFB, D.C.

<http://www.afdw.af.mil>

Mission: The Director of Communications and Information (A6) also serves as the 11th Wing SC, and Commander, 11th Communications Squadron, Bolling AFB, Washington, District of Columbia. The A6 leads comm and info support for warfighters including the Joint Force Headquarters — National Capital Region, SECAF, CSAF, Headquarters USAF, 11th Wing and Air Force elements deployed around the globe. The directorate delivers voice, data, video, television, photographic, publishing, presentation, multimedia, postal and mobile communications services; and oversees the O & M of \$50M in information, multimedia and communications systems infrastructure.



A6: Director

Lt. Col. James Foley
DSN 297-5500

A6B: Information Systems

DSN 754-8290

A6S: Support

DSN 754-3203

afdwa6@bolling.af.mil

FAX: DSN 754-6216
Address: AFDW/A6
3 Brookley Ave., Ste 213
Bolling AFB, D.C. 20032

A6M: Mission Systems

DSN 754-7481

A6X: Plans and Implementation

DSN 754-9060

FIELD OPERATING AGENCIES

Air Force Weather Agency



Headquarters: Offutt AFB, Neb.

<https://afweather.afwa.af.mil>

Mission: The 300-member strong Headquarters Air Force Weather Agency Communications and Information Directorate, AFWA/SC, provides global communications and information support to deployed and in-garrison Air Force and Army troops.

Home to the Air Force's second largest blue suit software activity, SC develops and maintains complex weather software and databases employing two million lines of software code. Using over 80 software programs written in 16 different programming languages, they process and store terrestrial and space weather sensor data, including satellite imagery, on the Headquarters' supercomputing systems with over 4,000 gigaflops of combined computing capacity.

AFWA remains focused on its responsibilities supporting Air and Space Expeditionary Forces, the U.S. Army, combatant commands, MAJCOMs, the National Reconnaissance Office, coalition partners, and other government agencies.

FAX: DSN 271-8001
Address: AFWA/SC
106 Peacekeeper Dr., Ste 2N3
Offutt AFB, Neb. 68113-4039

SC: Col. David Handle **SCA:** DSN 271-8290 **SCH:** DSN 271-2889
DSN 271-7378

SCM: DSN 271-4614 **SCS:** DSN 271-2861 **afwa.sc@afwa.af.mil**

Office of Special Investigations

Headquarters: Andrews AFB, Md.
<http://public.afosi.amc.af.mil>



afosi.xi@ogn.af.mil

Mission: The Office of Special Investigations Directorate of Warfighting Integration advances the delivery of special investigative services for the Air Force through the effective and efficient development, implementation, and management of information technology systems supporting OSI's investigative programs. The Directorate ensures the secure collection and dissemination of critical law enforcement and counterintelligence information to protect Air Force personnel, operations, and resources.

XI: Mr. Gale D. Ahern **XIC: C4ISR Infostructure** **XII: C4ISR Integration**
DSN 857-0856 DSN 857-0896 DSN 857-1921

XIL: Information Services
DSN 857-0812

XIS: Security Services
DSN 857-1083

XIW: Architecture & Assessments
DSN 857-3126

XIP: Resource Planning
DSN 857-0825

Air Force Command, Control, Intelligence, Surveillance and Reconnaissance Center



Headquarters: Langley AFB, Va.
www.afc2isrc.af.mil

Mission: The AFC2ISRC mission is to support SAF/XC initiatives to influence, integrate and improve Air Force C4ISR capabilities. The AFC2ISRC is focused on Joint Force and Joint Force Air Component Com-

manders' capability to dominate the battlespace and control forces. Its priorities are engaging the joint warfighter through the Joint Forces Command Joint Battle Management Command and Control Board of Directors; executing the Air Force Chief of Staff's vision of the Air and Space Operations Center Weapons System, and developing and fielding the C2 Constellation. Key nodes focusing on horizontal integration within the C2 Constellation include the AOC, Distributed Common Ground System, and the E-10A Multi-sensor Command and Control Aircraft.

The Center represents warfighters from all the major commands and provides the operational warfighter perspective to Air Force C4ISR spiral development and systems acquisition commands and processes. The Center includes the Command and Control Battlelab, the Air Force C2 Transformation Center, and the Air Force Experimentation Office, which leads the planning and execution of continuous experimentation culminating with the large scale Joint Expeditionary Force Experiments conducted bi-annually.

CC: Commander

Maj. Gen. Tommy F. Crawford
DSN 574-3271

CV: Vice Commander

Col. Bruce Sturk
DSN 574-3272

CT: Technical Director

Mr. Stan C. Newberry
DSN 574-3272

PA: Public Affairs

DSN 574-0545

Chief of Staff

DSN 575-3535

A2: Intelligence Directorate

DSN 575-4214

A3: Air & Space Operations Directorate

DSN 574-9945

A4: Operations Support

DSN 575-3560

A5: Plans & Programs

DSN 575-3600

A6: Global Communications and Information Directorate

DSN 575-2693

A8: Systems Management Organization (E-10A/MC2A)

DSN 575-4272

TC: Transformation Center

DSN 575-4135

C2B: Command & Control Battlelab

DSN 575-5901

AFE0: Air Force Experimentation Office

DSN 575-2119

Address: AFC2ISRC
130 Andrews St, Ste 205
Langley AFB, Va.

Air Force Communications Agency



Headquarters: Scott AFB, Ill.
<http://public.afca.af.mil>

Mission: AFCA designs and delivers all aspects of information technology systems to enable the Air Force to conduct global network-centric warfare. Leads efforts to standardize the Air Force network systems by optimizing configurations, setting and publishing standards, and procuring voice, video, and other network-centric information services. Documents this in an architectural construct called the Constellation-Net—the Air Force portion of the Global Information Grid. Pursues leading edge technologies such as new airborne networking concepts and standards through various testbeds, laboratories, and integration facilities. Deploys assessment

and engineering teams worldwide to facilitate combined and joint network-centric and knowledge-based operations. The agency's Public Affairs office publishes the monthly intercom magazine: **public.afca.af.mil/intercom**.

CC: Commander

Col. Robert Steele
DSN 779-6571

CV: Vice Commander

DSN 779-6573

CCE: Executive Officer

DSN 779-6571

CA: Technical Director

DSN 779-6575

CAG: Commander's Action Group

DSN 779-6042

DS: Director of Staff

DSN 779-5699

EA: Architectures & Analysis

DSN 779-5330

EC: Enterprise Capabilities

DSN 779-5046

EV: Assessments & Validation

DSN 779-6271

EN: Integration Engineering

DSN 779-5541

RM: Resource Management

DSN 779-5541

JA: Legal Office

DSN 779-6060

PA: Public Affairs

DSN 779-5690

HO: Historian

DSN 779-6110

**AFCA Liaison to ACC/
AFC2ISRC/JFCOM**

DSN 575-3564

afca.cc@scott.af.mil

FAX: DSN 779-6000

Address: HQ AFCA

203 W. Losey St

Scott AFB, Ill. 62225

Air Force Frequency Management Agency

Headquarters: Alexandria, Va.
www.affma.hq.af.mil

Mission: Plans, provides and preserves access to the electromagnetic spectrum for Air Force and selected DoD activities in support of national policy objectives, systems development and global operations. Develops and implements spectrum guidelines and instructions to support the Air Force mission. Coordinates actions to resolve spectrum interference incidents involving DoD, private sector, federal, and international users. Instrumental in formulating and articulating US position at World Radio Conferences. Coordinates orbital locations and spectrum needs for DoD satellites at the international level. Provides functional management for the spectrum management career field.



CC: Commander

Col. Richard J. Petrassi
 DSN 328-1544

Technical Director

DSN 328-1501

affma.cc@pentagon.af.mil

DO: DSN 328-1506

FAX: DSN 328-1575

Address: AFFMA

2461 Eisenhower Ave, Ste 1203
 Alexandria, VA 22331-1500

XP: DSN 328-1516

Air Force Pentagon Communications Agency

Headquarters: Pentagon,
 Washington, D.C.
<https://www.afpca.hq.af.mil>



Mission: The Air Force Pentagon Communications Agency is a field operating agency reporting to the Administrative Assistant to the Secretary of the Air Force. AFPCA's mission is to provide communications and information technology systems and services for the National Military Command Center, Headquarters United States Air Force, and other organizations and

within the National Capital Region, as directed by HQ USAF. The Agency also provides travel communications support to the Secretary of Defense; the Chairman, Joint Chiefs of Staff; and the Chief of Staff, United States Air Force. In addition, AFPCA develops management information systems for HQ USAF and provides decision support tools for senior officials to evaluate events worldwide

and respond to crises. AFPCA is also the executive agent for the NMCC.

CC: Commander

Col. Kim M. Johnson
 DSN 227-4264

CV: Vice Commander

Mr. Paul Boland
 DSN 227-4264

CCE: DSN 225-2059

CCF: DSN 227-0483

CO: DSN 227-2368

ET: DSN 225-1290

GA: DSN 425-0360

IA: DSN 425-6880

TA: DSN 227-9871

XP: DSN 223-5163

Air Force Flight Standards Agency



Headquarters: Andrews AFB, Md.
<https://private.andrews.amc.af.mil/AFFSA/affsa.htm>

Mission: The mission of Headquarters Air Force Flight Standards Agency is to develop, standardize, evaluate, and certify policy, procedures, and equipment to support AF global flight operations and to centrally manage air traffic control, airfield management, and landing systems for the Air Force. It also performs worldwide inspection of airfields, navigation systems and instrument approaches.

Direct Reporting Units

Det. 1, Flight Inspection Center, Will Rogers Int'l Airport, Oklahoma City, Okla.

Det. 2, Federal Aviation Administration Liaison, Washington, D.C.

Commander

Col. Christopher Cepelch
DSN 857-3572

Commander, AFFSA Detachment 1

Flight Inspection Center, Oklahoma City, Okla.
Comm (405) 954-4273

Executive Officer: DSN 857-4714 affsa.cce@andrews.af.mil

Director of Airfield Operations: DSN 857-2217

Director of Resources and Requirements: DSN 857-4308



FAX: DSN 857-5176
Address: HQ AFFSA
1535 Command Drive, Ste D-308
Andrews AFB, MD 20762

Air Force Services Agency



Director, Management Systems

Col. Herman O. Jett
DSN 487-6882

Deputy Director, Management Systems

Mr. Michael Ochsenreiter
DSN 487-6882

Systems Sustainment Division

DSN 487-3992

Operations/Network Division

DSN 487-5324

Programs/Requirements Division

DSN 487-5729

afsva.svs@agency.afsv.af.mil

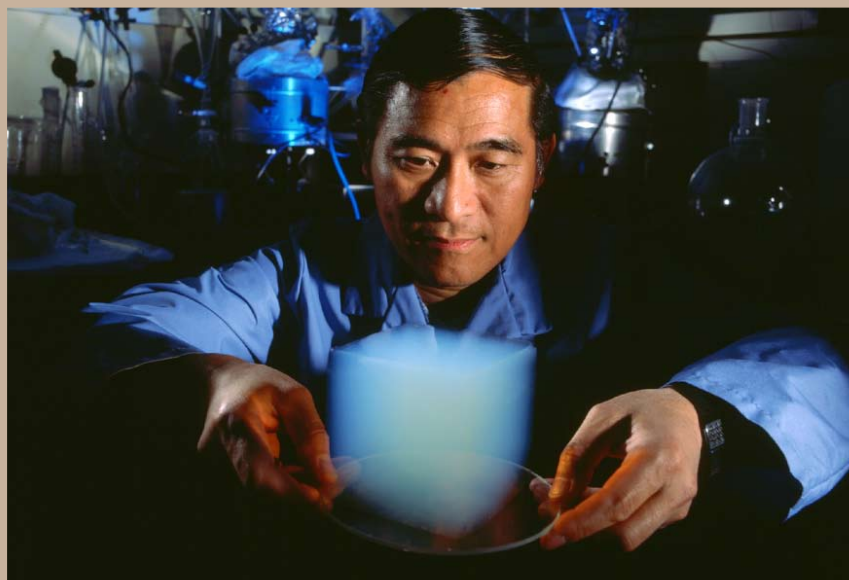
FAX: DSN 487-2886
Address: HQ AFSVA/SVS
9504 IH 35 North, Ste 250
San Antonio, Texas 78233-6636

Headquarters: San Antonio, Texas
www.afsv.af.mil

Mission: The Air Force Services Agency helps field commanders increase combat capability and improve productivity through programs promoting readiness, esprit de corps and quality of life for Air Force people. They have two primary missions: combat support and community services. In their combat support role, the Agency assists Services professionals throughout the Air Force in providing food, lodging, fitness, recreation, library support and mortuary services. They also support the Air Staff, major commands, and all Air Force bases in developing and operating a full range of quality of life programs for Air Force members and their families. Responsibilities include developing and disseminat-

ing procedures to implement policy, providing technical assistance to the field, preparing and coordinating responses to high-level inquiries, fielding new capabilities, and developing programs that support MAJCOM and installation activities. The management systems directorate manages information technology systems for the Air Force Services community and Agency headquarters. The directorate establishes IT strategic goals, formulates policy, and ensures deployed systems meet Air Force standards and criteria, are supportable, and can integrate into the Air Force communications and information infrastructure. It also advises Services functional business owners on IT issues and facility improvements.

Air Force Agency for Modeling and Simulation



Mission: The Air Force Agency for Modeling and Simulation is the Air Force top-level modeling and simulation organization. AFAMS' primary missions are to implement Air Force, joint and Department of Defense modeling and simulation policies, architectures, and standards; support the development and use of the Realistic Global Battlespace for training, analysis, acquisition, test and evaluation, and operations; support corporate Air Force M&S planning, requirements and investment and facilitate the establishment, transition and integration of major Air Force M&S initiatives and programs; shape Air Force decision making, mission rehearsal and execution; support cross-cutting initiatives such as Distributed Mission Operations and the Air Force-Integrated Collaborative Environment; promote and support technology improvements; oversee the Air Force M&S Force

Development program and sponsor the annual Air Force M&S conference; and manage Air Force M&S Information Services, which includes the Air Force M&S Resource Repository, M&S databases and decision support vetting tools, document library, reflectors, Event Planning System, Air Force M&S Calendar, and numerous other collaboration tools. The C4ISR Visualization Center (CVC) is the AFAMS Pentagon Operating Location providing a 'portal' into exercises, experiments, demonstrations, and real-world events occurring throughout the Air Force and DoD. Leveraging extensive network connections, modeling and simulation tools, and a robust VTC capability, the CVC has provided senior leaders and action officers of the Air Staff, Joint Staff, OSD, and Congressional staffs with a connection to Joint Red Flag, Joint Expeditionary Force Experiment (JEFX), and a variety of other events.

Headquarters: Orlando, Fla.
<http://www.afams.af.mil>
<http://www.cvc.hq.af.mil>

CC: Commander

Col. David M. Votipka
DSN 970-5701

CD:

Mr. Sam E. Fragapane
DSN 970-5765

MSN: DSN 970-5704

MSO: DSN 970-5796

MSF: DSN 970-5771

CVC: DSN 223-0410

AFAMS
FAX: DSN 970-5988
Address: AFAMS
3051 Technology Parkway
Orlando, Fla. 32826-3276
afams-webmaster@afams.af.mil

AFAMS OL/CVC
Address: AFAMS OL/CVC
1800 Air Force Pentagon Rm 4C-1061
Washington, D.C. 20330-1800

cvc.afams@pentagon.af.mil



SUBORDINATE UNITS

Development and Fielding Systems Group

Mission: Acquire and deliver horizontally-integrated IT solutions and capabilities to Airmen and commanders

CD:

Ms. Deb Haley
DSN 787-2714

PK: DSN 787-3571

OM: DSN 787-6438

FM: DSN 787-0815

DFSG/LR: DSN 787-5177

NN: DSN 787-5055

SB: DSN 787-2649

FN: DSN 787-8451

EC: DSN 787-9904

DFSG/PN: DSN 787-0423



Headquarters: Wright-Patterson AFB, Ohio

<http://msg.public.wpafb.af.mil>

Operations and Sustainment Systems Group

Headquarters: Maxwell AFB, Gunter Annex, Ala.

<https://www.gunter.af.mil>

Mission: HQ SSG has a new name and something of a new mission, but the same quality and customer focus as the Air Force "IT Center of Excellence for the Warfighter." As part of the AFMC-wide restructure, the Standard Systems Group has become the Operations and Sustainment Systems Group, underneath the newly formed Operations Support System Wing (headquartered at Hanscom AFB, Mass.).

The Group provides and sustains worldwide comm-

puter capabilities for the National Command Authority, CJCS, unified combatant commanders, services and specified DoD and non-DoD agencies to direct military forces. As a part of its mission to provide and support integrated combat support and business systems, the Group is responsible for the life-cycle management of selected C4 and standard information systems valued at \$15 billion and manages \$8.3 billion in contracts.



Director:

Mr. Gregory L. Garcia
DSN 596-5341

Deputy Director

Col. James G. Brewster Jr.
DSN 596-5341

38th Engineering Installation Group

Headquarters: Tinker AFB, Okla.

<https://www-ext.tinker.af.mil/38eig/index.asp>

Mission: The 38th Engineering Installation Group is part of Air Force Materiel Command, Wright-Patterson AFB, Ohio, and reports to the Electronic Systems Center, Hanscom AFB, Mass. The 38th EIG delivers command, control, communications and computer infrastructure through requirements planning, engineering and management of organic and contract implementation. Although the focus is on Air Force communications infrastructure needs, the 38th EIG supports a variety of government agencies in 40 countries and nearly every state in the U.S.

The 38th EIG provides long-range C4 planning services through the System Telecommunications Engineering Managers to customers worldwide. A STEM is assigned to each Unified Combatant Command and the National Capital Region, the Air Staff, each Air Force Major Command Headquarters, and one for every Air Force base (including overseas locations). The 38th provides direct support to the warfighter in theater with our deployable engineers.

The 38th EIG also supports the telecommunications needs of its customers through management of Communications Service Authorizations and Operations and Maintenance contracts. CSAs are used to provide telephone services to Air Force customers while O&M contracts provide maintenance of telecommunications services such as the telephone switch on an Air Force base.

The 38th EIG brings a rich tradition of excellence and a 50-year history of success to the Communications and Information community. Our slogan, "Incorporating today's realities with tomorrow's vision," clearly reflects our mission focus...and ensures information dominance for the Air Force warfighter.



CC:

Col. John Buckalew
DSN 884-7505

CN: DSN 884-7508

GC: DSN 884-7514

GF: DSN 884-9335

GJ: DSN 884-6637

GM: DSN 884-7660

GP: DSN 884-4119

GU: DSN 884-7535

TS: DSN 884-9521

PC: DSN 884-7542

PK: DSN 884-9394

Air Intelligence Agency

Headquarters: Lackland AFB, Texas

<http://aia.lackland.af.mil/aia/>

Mission: Air Intelligence Agency, headquartered at Lackland AFB, Texas, is a primary subordinate unit of Air Combat Command tasked to conduct full spectrum information operations for the Air Force and the nation. Air Intelligence Agency gains, exploits, defends, and attacks information to ensure air, space, and information superiority for warfighters and national decision-makers.

Air Intelligence Agency's Communications and Information Directorate (AIA/SC) provides information technology, vision, direction, policy, programs, and guidance for 12,000 Agency personnel, operating more than 530 command, control, communications, computers, and intelligence systems, in more than 70 organizations, worldwide.

AIA/SC formulates, disseminates, and manages communications and IO policy, procedures, regulations, and resources concerning C4I and IO requirements. The directorate maintains oversight of architectural and interoperability issues to include review and recommendations for major AIA systems initiatives. It is responsible for the development, integration, and implementation of operational, systems, and technical architectures supporting AIA's mission in the primary intelligence functional areas.

AIA/SC also represents AIA in the AF, General Defense Intelligence Proposed Program, and Consolidated Cryptologic Program corporate processes to plan and program the necessary resources to meet AIA's current mission IT requirements.



CC: Maj. Gen. Craig K. Koziol

CV: Brig. Gen. Jan-Marc Jouas

CA: Mr. Jer Donald Get
DSN 596-5341

aia.cce@lackland.af.mil

Address: HQ AIA
102 Hall Blvd, Ste 201
San Antonio, Texas 78243

AIA/SC:

Col. David Vega
DSN 969-2658

AIA/SC2:

Ms. Cinda Tapia
DSN 969-2600

AIA/SCN:

Mr. Michael Jackowski
DSN 969-5594

AIA/SCX:

Mr. Bob Willhite
DSN 969-2714

Centers:

AFIWC/CC, Lackland AFB, Texas
DSN 969-3350

AFTAC/CC, Patrick AFB, Fla.*
DSN 854-2334

* an administratively supported unit

NASIC/CC, Wright-Patterson AFB, Ohio
DSN 787-6400



Wings with Groups:

55th WG, Offutt AFB, Neb.
55th OG, Offutt AFB, Neb.
67th IOW, Lackland AFB, Texas
26th IOG, Ramstein AB, Germany
67th IOG, Lackland AFB, Texas
690th IOG, Lackland AFB, Texas
544th IOG, Peterson AFB, Colo.
70th IW, Fort Meade, Md.
70th MSG, Fort Meade, Md.
70th OG, Fort Meade, Md.
692nd IOG, Hickam AFB, Hawaii
373rd IG, Misawa AB, Japan
543rd IG, Lackland AFB, Texas
480th IW, Langley AFB, Va.
480th IG, Langley AFB, Va.
497th IG, Langley AFB, Va.
548th IG, Beale AFB, Calif.

Air Force Information Warfare Center



Mission: The Air Force Information Warfare Center, collocated with HQ Air Intelligence Agency, is one of the AF's four warfare centers. AFIWC creates information warfare advantage for combatant forces by exploring, developing, applying and transitioning counter information technology, strategy, tactics and

data to control the information battlespace. Recognizing the importance of normalizing information operations along the lines of air and space operations, the Air Force realigned AIA and AFIWC under Air Combat Command in February 2001 and took the first step to fully integrate IO weapons into the Combat Air Forces. The Center is made up of approximately 1,000 uniquely talented information warriors including civilian, active duty, Air National Guard, and Air Force Reserve personnel. These members develop information operations focused analysis for combat operations and targeting, perform IO concept exploration, and advance the operational art of IO. AFIWC supports the full spectrum of IO

activities including offensive and defensive counterinformation functions. The Center is a leader in providing computer network defense and information assurance capabilities. AFIWC's operations group and its subordinate squadrons operationalize and deliver information IO capabilities to combat forces. Capabilities include: Providing electronic warfare support—modeling, analysis, and reachback—to operational forces; IW testing and vulnerability analysis of blue computer networks and systems; IW Red Team multidiscipline vulnerability assessments of Air Force bases and units; and development and validation of tactics, techniques and procedures for all disciplines of information operations.

Headquarters: Lackland AFB, Texas <http://afiwcweb.lackland.af.mil/>

Commander:

Col. David Watt
DSN 969-2091

Vice Commander:

Col. David Nicholls
DSN 969-2091

IO: Information Operations Directorate

DSN 969-5377

RM: Resource Management Directorate

DSN 969-2578

AF-IWB: Information Warfare Battlelab

DSN 969-3030

315th IOS: 315th Information Ops Squadron

DSN 689-0789

318th IOG: 318th Information Ops Group

DSN 969-2314

318th IOG: Detachment 2

DSN 969-2314

23rd IOS: 23rd Information Ops Squadron

DSN 945-2323

39th IOS: 39th Information Ops Squadron

DSN 579-3939

92nd IWAS: 92nd Information Warfare Aggressor Squadron

DSN 945-4176

262nd IWAS (Washington ANG): 262nd Information Warfare Aggressor Squadron

DSN 382-6439

177th IWAS (Kansas ANG):

DSN 743-6859

346th TS: 346th Test Squadron

DSN 945-3460

afiwcpa@lackland.af.mil

FAX: DSN 969-5474

Address: AFIWC

102 Hall Blvd, Ste 346

San Antonio, Texas 78243-7038

Air Force Information Warfare Battlelab



Headquarters: Lackland AFB, Texas <http://afiwcweb.lackland.af.mil/battlelab/>

AF-IWB Commander:

Col. Garry C. Baccus
DSN 969-3030
Comm (210) 977-3030

IWInnovation@lackland.af.mil

FAX: DSN 969-5474
Commercial FAX, (210) 977-2122
Address: AF IW Battlelab
102 Hall Blvd, Ste 214
San Antonio, Texas 78243-7078



Mission: The Air Force Information Warfare Battlelab's mission is to rapidly identify innovative and superior material or non-material ways to plan and employ information operations capabilities, to organize and train forces for information operations, and to influence IO doctrine and tactics in order to meet current and emerging missions. The Battlelab accomplishes this mission by conducting operational demonstrations of IO initiatives, then evaluating their military worth. The lab solicits IO concepts from Air Force operators, industry, other government agencies and academia. Identifies/evaluates IO concepts for potential military value. Plans/leads successful operational demonstrations. Facilitates transfer of its initiatives and demonstrated

concepts to the warfighter via recommendations to the Air Staff and other appropriate agencies. Concepts submitted to the AF-IWB should advance an Air Force core competency, contribute to a mission of the Air Force, and apply to an IO discipline or Integrated Control Enabler as defined in AF Doctrine Document 2-5. Submissions must show operational impact, a low degree of technical risk and a high degree of innovation. "Out-of-the-box" thinking and breadth of application are highly encouraged. Concepts which meet a validated requirement are desirable; however, proposing a solution to other needs is acceptable. Ideally, initiatives should be completed within approximately 18 months from contract award.

OTHER CONTACTS

Air National Guard

Mission: Air National Guard's Command, Control, Communications and Computers directorate provides communications and information systems support for the ANG through more than 200 field units which support federal and state worldwide operations and contingency missions in three roles:

Federal: To support national security objectives.

State: To protect life and property and to preserve peace, order and public safety.

Community: To participate in local, state and national programs that add value to America.

The directorate is the organization responsible for functional management, budgeting, planning, programming and execution for the following:

8th CCG
34th CBCS
2nd JCSS
88th BCF
1st SOCF
1st CSS
19th EIS
15th ACS
15th Air to Ground Ranges
10th ATCS
4th CRTC
2nd ASOC
8th ASOS
1st STS

4th AOGs for USAF AOC augmentation, ANG battle management, ANG managed airspace

FAX: DSN 329-2753
Address: ANG/C4
1411 Jefferson Davis Highway
Arlington, Va. 22202-3231



Headquarters: National Guard Bureau, Arlington, Va.

www.ang.af.mil

SC & CIO: Mr. Randy Headrick
DSN 327-5343

ANG Field Units Air Traffic Control:

55th WG, Offutt AFB, Neb.
241st ATCS, St. Joseph, Mo.
243rd ATCS, Cheyenne, Wyo.
245th ATCS, McEntire, S.C.
248th ATCS, Key Field, Miss.
258th ATCS, Johnstown, Pa.
259th ATCS, Alexandria, La.
265th ATCS, Pease, N.H.
270th ATCS, Kingsley Field, Ore.
297th ATCS, Kalaeloa, Hawaii
Alpena Control Tower, Mich.
Alpena RAPCON, Mich.
Clover Control (ARTCC), Utah
Moffett Field Control Tower, Calif.
Selfridge Control Tower, Mich.
Selfridge RAPCON, Mich.
Springfield Control Tower, Ohio
Volk Control Tower, Wisc.
Volk RAPCON, Wisc.

Air Battle Management:

1st AF, Tyndall AFB, Fla.
NEADS, Rome, N.Y.
WADS, Wash.
SEADS, Tyndall AFB, Fla.
611th ACWS, Oahu, Hawaii
140th ADS, Punta Salinas, Puerto Rico

150th ADS, Kauai, Hawaii
169th ACWS, Hawaii
152nd AOG, Syracuse, N.Y.
157th AOG, St. Louis, Mo.
253rd OLAA, Hanscom, Mass.
111th ASOC, Tacoma, Wash.
182nd ASOC, Peoria, Ill.
116th ASOS, Tacoma, Wash.
118th ASOS, Badin, N.C.
122nd ASOS, Pineville, La.
124th ASOS, Boise, Idaho
165th ASOS, Brunswick, Ga.
169th ASOS, Peoria, Ill.
238th ASOS, Meridian, Miss.
274th ASOS, Syracuse, N.Y.
103rd ACS, Orange, Conn.
107th ACS, Phoenix, Ariz.
109th ACS, Salt Lake City, Utah
112th ACS, State College, Pa.
116th ACS, Astoria, Ore.
117th ACS, Savannah, Ga.
123rd ACS, Blue Ash, Ohio
128th ACS, Volk Field, Wisc.
133rd, ACS, Ft Dodge, Iowa
134th ACS, McConnell AFB, Kan.
141st ACS, Aquadilla, Puerto Rico
154th ACS, Barking Sands, Hawaii
255th ACS, Gulfport, Miss.

Base Comm Flights:

101st CF, Bangor, Maine
102nd CF, Otis ANGB, Mass.
103rd CF, Bradley IAP, Conn.
104th CF, Barnes, Mass.
105th CF, Stewart ANGB, N.Y.
106th CF, Suffolk CTY, N.Y.

107th CF, Niagara Falls, N.Y.
 108th CF, McGuire AFB, N.J.
 109th CF, Schenectady, N.Y.
 110th CF, Battle Creek, Mich.
 111th CF, Willow Grove ARS, Pa.
 113th CF, Andrews AFB, Md.
 114th CF, Sioux Falls, S.D.
 115th CF, Madison, Wisc.
 116th CF, Robins AFB, Ga.
 117th CF, Birmingham, Ala.
 118th CF, Nashville, Tenn.
 119th CF, Hector, N.D.
 120th CF, Great Falls, Mont.
 121st CF, Rickenbacker ANGB, Ohio
 122nd CF, Fort Wayne, Ind.
 123rd CF, Louisville, Ky.
 124th CF, Boise, Idaho
 125th CF, Jacksonville, Fla.
 126th CF, Scott AFB, Ill.
 127th CF, Selfridge ANGB, Mich.
 128th CF, Milwaukee, Wisc.
 129th CF, Moffett NAS, Calif.
 130th CF, Charleston, W.V.
 131st CF, Lambert/St. Louis, Mo.
 132nd CF, Des Moines, Iowa
 133rd CF, Minneapolis, Minn.
 134th CF, McGhee-Tyson ANGB, (Knoxville), Tenn.
 136th CF, Dallas NAS, Texas
 137th CF, Oklahoma City, Okla.
 138th CF, Tulsa, Okla.
 139th CF, St. Joseph, Mo.
 140th CF, Buckley AFB, Colo.
 141st CF, Fairchild AFB, Wash.
 142nd CF, Portland, Ore.
 143rd CF, North Kingstown, R.I.
 144th CF, Fresno, Calif.
 145th CF, Charlotte, N.C.
 146th CF, Channel Islands ANG, Calif.
 147th CF, Ellington (Houston), Texas
 148th CF, Duluth, Minn.
 149th CF, Kelly AFB, Texas
 150th CF, Kirtland AFB, N.M.
 151st CF, Salt Lake City, Utah
 152nd CF, Reno, Nev.
 153rd CF, Cheyenne, Wyo.
 154th CF, Hickam AFB, Hawaii
 155th CF, Lincoln, Neb.
 156th CF, Puerto Rico
 157th CF, Pease ANGB, N.H.
 158th CF, Burlington, Vt.
 159th CF, New Orleans, La.
 161st CF, Ariz.
 162nd CF, Tucson, Ariz.
 163rd CF, March ARB, Calif.
 164th CF, Memphis, Tenn.
 165th CF, Savannah, Ga.
 166th CF, New Castle, Del.
 167th CF, Martinsburg, W.V.
 168th CF, Eielson AFB, Alaska
 169th CF, McEntire ANGB, S.C.
 171st CF, Pittsburgh ANG, Pa.
 172nd CF, Jackson, Miss.
 173rd CF, Klamath Falls, Ore.
 174th CF, Hancock Fld (Syracuse), N.Y.
 175th CF, Martin State Airport, (Baltimore), Md.
 176th CF, Kulis ANGB



(Anchorage), Alaska
 177th CF, Atlantic City, N.J.
 178th CF, Springfield, Ohio
 179th CF, Mansfield, Ohio
 180th CF, Toledo, Ohio
 181st CF, Hulman Reg Apt (Terre Haute), Ind.
 182nd CF, Peoria, Ill.
 183rd CF, Springfield, Ill.
 184th CF, McConnell AFB, Kan.
 185th CF, Sioux City, Iowa
 186th CF, Meridian, Miss.
 187th CF, Dannelly Field, (Montgomery), Ala.
 188th CF, Fort Smith, Ariz.
 189th CF, Little Rock AFB, Ark.
 190th CF, Forbes Field, Topeka, Kan.
 192nd CF, Richmond, Va.
 193rd CF, Harrisburg, Pa.
 193rd OCF, Harrisburg, Pa.
 702nd CSS, Tyndall AFB, Fla.

Engineering Installation:

130th EIS, Salt Lake City, Utah
 202nd EIS, Macon, Ga.
 205th EIS, Oklahoma City, Okla.
 210th EIS, St. Paul, Minn.
 211th EIS, Annnville, Pa.
 212th EIS, Milford, Mass.
 213th EIS, Stewart ANGB, N.Y.
 214th EIS, New Orleans, La.
 215th EIS, Everett, Wash.
 216th EIS, Hayward ANG, Calif.
 217th EIS, Springfield, Ill.
 218th EIS, Jefferson Barracks, (St. Louis), Mo.
 219th EIS, Tulsa, Okla.
 220th EIS, Zanesville, Ohio
 241st EIS, Chattanooga, Tenn.
 243rd EIS, South Portland, Maine
 270th EIS, Willow Grove ARS, Pa.
 272nd EIS, LaPorte AGS, Texas
 273rd EIS, Jefferson County AP, (Beaumont), Texas

Combat Communications:

162nd CCG, North Highlands ANG, Calif.

201st CCG, Hickam AFB, Hawaii
 226th CCG, Montgomery, Ala.
 251st CCG, Springfield, Ohio
 252nd CCG, Tacoma, Wash.
 253rd CCG, Otis ANG Base, Mass.
 254th CCG, Garland ANG, Texas
 281st CCG, Coventry, R.I.
 114th CBCS, Patrick AFB, Fla.
 143rd CBCS, Seattle, Wash.
 147th CBCS, San Diego ANG, Calif.
 149th CBCS, North Highlands ANG, Calif.
 206th CBCS, Elmendorf AFB, Alaska
 221st CBCS, Garland ANG, Texas
 222nd CBCS, Costa Mesa ANG, Calif.
 223rd CBCS, Hot Springs, Ark.
 225th CBCS, Gadsden, Ala.
 228th CBCS, McGhee Tyson ANGB, Tenn.
 231st CBCS, Andrews AFB, Md.
 232nd CBCS, Montgomery, Ala.
 234th CBCS, Hayward ANG, Calif.
 236th CBCS, Hammond, La.
 239th CBCS, Bridgeton, Mo.
 240th CBCS, Eastover, S.C.
 242nd CBCS, Spokane IAP, Wash.
 244th CBCS, Portland, Ore.
 256th CBCS, Cheney, Wash.
 261st CBCS, Van Nuys, Calif.
 262nd CBCS, Bellingham, Wash.
 263rd CBCS, Badin, N.C.
 264th CBCS, Peoria, Ill.
 265th CBCS, S. Portland, Maine
 267th CBCS, Otis ANGB, Mass.
 269th CBCS, Springfield, Ohio
 271st CBCS, Annnville, Pa.
 272nd CBCS, Portland IAP, Ore.
 280th CBCS, Dothan, Ala.
 282nd CBCS, North Smithfield, R.I.
 283rd CBCS, Dobbins ARB, Ga.
 285th CBCS, Kingshill, Virgin Islands
 291st CBCS, Hilo, Hawaii
 292nd CBCS, Hahului, Hawaii
 293rd CBCS, Hickam AFB, Hawaii
 224th JCSS, Brunswick, Ga.
 290th JCSS, MacDill AFB, F

Comm and Info Officer Assignment Team

Location: Randolph AFB, Texas

www.afpc.randolph.af.mil/com-comp/

Mission: The Communications-Information Officer Assignment Team is part of the Directorate of Assignments, Air Force Personnel Center, Randolph AFB, Texas.

The team is responsible for assignment actions, professional development, and counseling for more than 4,600 communications and information officers worldwide that comprise the largest mission support career field in the Air Force. The team examines individual qualifications, availability, and experience to match officers to DoD manpower requirements at more than 500 locations. They select officers for

special duty, cross flow and joint tours. The team interfaces with joint/departamental, Air Staff, and major command personnel staffs to identify requirements, establish priorities, and ensure critical positions are filled. They also advise commanders, supervisors, and career field officers on assignment system processes. Becoming a future Air Force leader is an on-going process and successful senior officers build their careers one assignment at a time. The Communications-Information Officer Assignment Team plays a key role in developing future Air Force leaders who fully under-

stand the operational Air Force, can demonstrate breadth and depth in their career field, have proven their ability to lead, and think of themselves as aerospace operators first, specialists second.

DSN 665-2491

afpc.dpasc@randolph.af.mil

FAX: DSN 665-3408
Commercial FAX, (210) 977-2122
Address: HQ AFPC/DPASC
550 E Street West, Ste 33
Randolph AFB, TX 78148-4735

Team Chief:

Lt. Col. Glenn Rattell

Comm and Info Career Field Management Team

Location: Randolph AFB, Texas

www.afpc.randolph.af.mil/cp/cicp

Mission: The CICFM team, aka "the Career Program," is part of the Directorate of Civilian Force Management, AFPC, Randolph AFB, Texas. The team supports more than 25,000 Air Force civilian professionals and centrally manages more than 3,000 mid and top level positions. The team helps develop the comm-info civilian workforce to meet AF needs. It promotes and oversees competitive job opportunities, and provides professional development training and tuition assistance. It also manages the SCOPE Champion, Career Broadening, and PALACE Acquire programs.

The team offers career counseling to civilians to help them better manage their careers. The team assists military and civilian supervisors with candidate referral lists, selection guidance and employee career briefs. And, finally, it functionally oversees and consults with

the AFPC civilian personnel experts.

Professional development is offered via short-term leadership/management training and Civilian Developmental Education. Tuition assistance is available to eligible comm-info professionals pursuing undergraduate or graduate education in a communications and information area.

DSN 665-3691

cicp@randolph.af.mil

FAX: DSN 665-2358
Address: HQ AFPC/DPKCI
555 E Street West, Ste 1
Randolph AFB, TX 78150-4530

Career Field Management Team:

Mr. Jay Aragon (Chief), Ms. Mikele Bowman, Ms. Erica Craig, Mr. Anthony Dillard, Ms. Maggie Fox, Ms. Rebecca Hamilton, Mr. Raymond Rodriguez and Mr. Al Tudyk

On the horizon

A CH-130 aircraft from the 131st Emergency Rescue Squadron passes over the drop zone near Camp Lemonnier, Djibouti.

Staff Sgt. Stacy L. Pearsall / 1st CS



ALMANAC

